

Choosing a Long Range Vision

OCTOBER 3, 2019

JPB Board meeting
Agenda Item#11



Agenda for Today

-  Overview & Process
-  Outreach Update
-  Comments on the Draft Service Vision
-  Revised Long Range Service Vision
-  Completing the Business Plan



Overview & Process

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Timeline

July 2018 – July 2019

Development and
Evaluation of
Growth Scenarios

August 2019

Staff
Recommendation
for Long Range
Service Vision

October 2019

Refinement and
Proposed Adoption
of Long Range
Service Vision

November 2019

Organizational
Assessment
Workshop

Early 2020

Completion of
Business Plan



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Choosing a Long Range Service Vision is a key step in developing the Business Plan

The 2040 Long Range Service Vision sets a target for the future that we and our partners can grow towards incrementally

A *successful* Long Range Service Vision:

- Is rooted in thorough and credible analysis
- Respects, integrates, and supports the existing plans and commitments that Caltrain and its partners have made
- Is detailed enough to provide actionable guidance to the agency as it develops its own plans and engages with local, regional, and state partners
- Is sufficiently flexible to remain relevant even as the details, timing, and costs of individual projects change or evolve



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Why Adopt A Long Range Service Vision?

Adopting a 2040 Long Range Service Vision is not the “end” of the Business Plan process. It is a critical policy action that sets a specific goal for the railroad to plan and work towards.

Board adoption of the Vision helps Caltrain narrow its focus so that key planning, organizational and implementation work can advance

Adopting a Long Range Service Vision is a critical Step in advancing Caltrain’s own work in the region

An *adopted* Long Range Service Vision is needed to:

- Provide key inputs needed for terminal planning in San Francisco and San Jose to advance
- Allow Caltrain to present a consistent long range vision to the region and state and identify funding needs
- Help Caltrain pursue more detailed analysis on the Business Plan related to funding, access and connecting service and equity
- Frame and focus the discussion of organizational needs and governance



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Organizational Workshop

At the August 1 JPB Meeting, the Board asked staff to identify a time for a special meeting to conduct a “deep dive” into the organizational Assessment Work and report developed during the Business Plan process

This meeting will provide an opportunity to discuss how the Caltrain organization should evolve to support implementation of the Service Vision adopted by the Board

Content and Purpose

- Provide Board with a dedicated opportunity to ask Howard questions and discuss OA report
- Provide Caltrain staff with an opportunity to respond to OA report recommendations and outline potential next steps
- Achieve Board consensus on what work and processes should be pursued going forward

Timing & Format

- Confirmed for November 21st from 9am to 1pm
- Formatted as off-site workshop (location TBD)
- Participation by Howard Permut
- Open to public

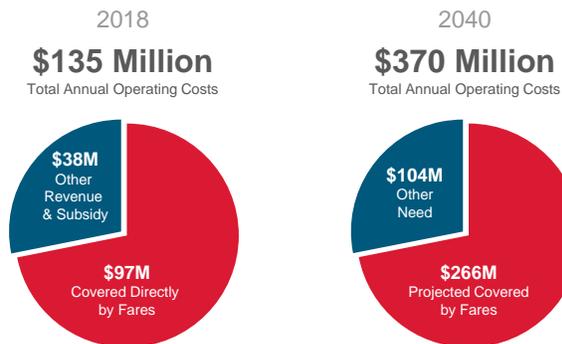


Sustaining the Railroad

Adopting a Service Vision sets a long range policy goal for the railroad to work towards. It does not commit the JPB or its member agencies to funding the Vision.

Finding the money to fund the Service Vision will be a challenge. In addition to the significant level of capital investment required, new revenues and significant ongoing funding will be required to operate and maintain Caltrain service. This investment is needed on an ongoing basis and potential new sources of funding will be a major focus of analysis and discussion in the remainder of the Business Plan

Annual Operating Costs



In 2018, JPB Member Contributions Covered \$21 million of Caltrain’s non-fare Operating income (with the balance made up by non-fare revenues and grant sources)

All costs shown in 2018 dollars



Outreach Update

Draft Service Vision Outreach

July 22, 2019 - September 30, 2019



25

Public Meetings



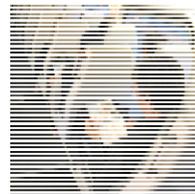
1,600+

Virtual Townhall Views



1,000+

Factsheets Distributed



1,200+

Surveys Completed



Rider Engagement

Station Pop-Ups
Train Ride Q&A
Station Message Signs
Social Media

Service Vision Factsheet

September 2019 (1,000+ Factsheets Distributed)

Survey Results

September 2019 (1,200+ Responses)

Service Benefits	Very Excited	Somewhat Excited	Not Excited
Faster Travel	73%	22%	4%
Show up and Go Scheduling	73%	23%	3%
More Flexibility	69%	25%	5%
More Commute Service	66%	27%	5%
More Frequent Service	66%	26%	6%
Capacity for 3x Riders	60%	32%	5%
More Options	54%	34%	8%
77 miles of all-day service	45%	34%	17%

Regional Benefits	Very Excited	Somewhat Excited	Not Excited
Reducing greenhouse gas emissions	78%	17%	3%
Reducing driving	78%	18%	3%
Trains vs lanes	71%	22%	4%
Carrying more people	63%	32%	4%
Adding jobs	44%	41%	13%
Increasing economic activity	42%	41%	14%

87% survey responses from people that ride Caltrain
916 comments (in open-ended sections)



Data Visualization Challenge

550+ Downloads

Winner: Jonathon Yu, SF Bay Area resident



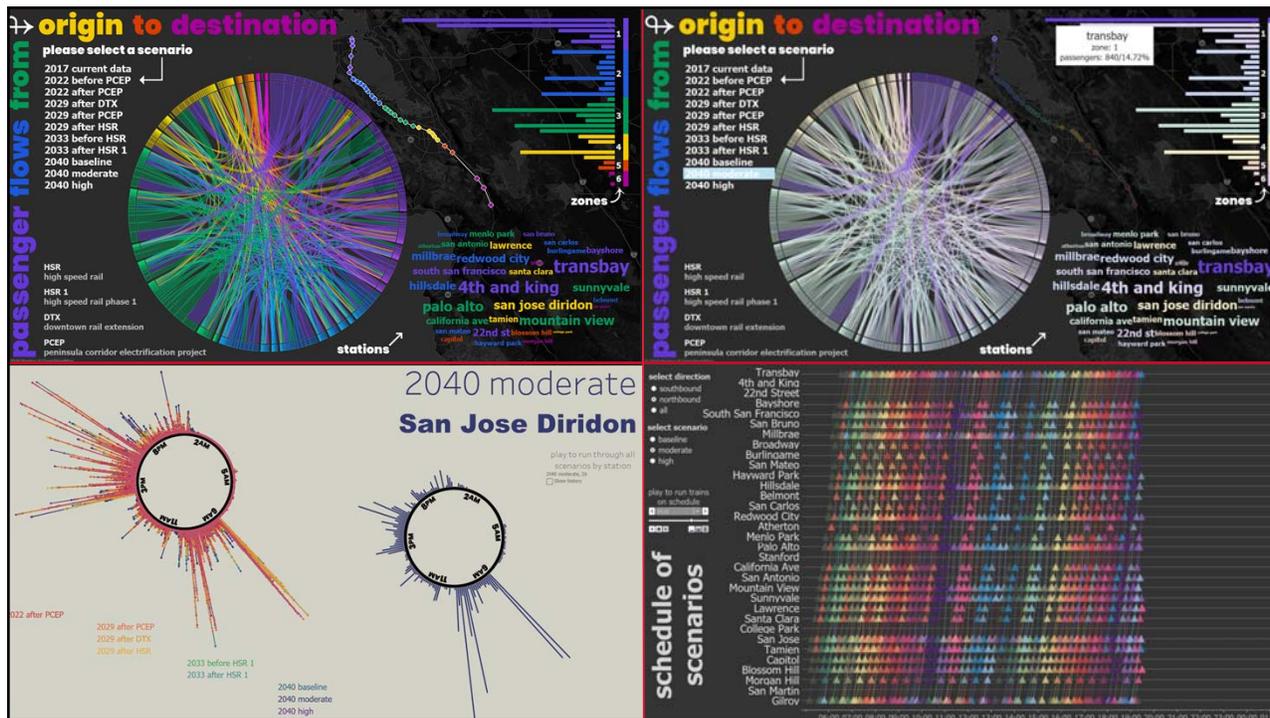
Platform
Tableau Data
Visualization package



Purpose
Built multiple tabs representing origin to destination travel patterns, station passengers at various times of day, a series of string charts, and more



Functionality
Each scenario is included in the dataset which allows for the user to easily switch variables and factors



Outreach Activities to Date

July 2018 – September 2019

	2018			2019											
	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Local Policy Maker Group	•	•	•		•	•		•	•	•		•	•	•	
City/County Staff Coordinating Group	•	•	•		•	•		•	•	•		•	•	•	
Project Partner Committee	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Stakeholder Advisory Group				•		•					•			•	
Partner General Manager				•			•				•		•		
Targeted Online Engagement Website Launch, Data Visualization Challenge, Reddit/YouTube Live, Online Open House					•			•			•		•	•	•
Community Meetings SPUR, Friends of Caltrain, Station Outreach					•		•	•	•		•	•		•	•
Sister Agency Presentations SFCTA, SF Capital Planning, TJPA, SamTrans, SMCTA, CCAG, VTA, MTC, Diridon Station JPAB					•	•	•	•	•	•	•	•	•	•	•

Outreach Activities to Date

July 2018 – September 2019

Stakeholders Engaged

21

Jurisdictions

26

Public Agencies

93

Organizations in the Stakeholder Advisory Group

187

Stakeholder meetings

Public Outreach

76

Public meetings and presentations

1,600+

Virtual Townhall views

33,400+

Website views

2,200+

Survey results

Comments on the Draft Service Vision

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Key Themes from Stakeholder Meetings and Outreach 07/22/2019-09/30/2019

Caltrain Service



Broad Support for the Service Vision

Wide degree of general support for Business Plan process and for staff recommendation



Planning for Higher Growth

Consistent comments asking that Caltrain take a more affirmative, proactive approach to planning for a possible "High Growth" type future



Emphasizing Refinement and Optimization

- Specific concerns expressed by some jurisdictions about illustrative service levels shown at individual stations
- Emphasis on need for further service planning over time

Key Themes from Stakeholder Meetings and Outreach 07/22/2019-09/30/2019

Connection and Integration



Connectivity and Seamless Integration with other Systems

Comments about the need for seamless integration with other transit systems (schedule coordination, fares, stations/hubs)



Regional and Megaregional Rail

Requests to include more explicit references to planned and contemplated service expansions of regional and megaregional rail services (ACE, CCJPA, Dumbarton Rail and service to Monterey County)



Blending with High Speed Rail

Comments and questions about relationship and timing of Caltrain service growth relative to High Speed Rail services



Key Themes from Stakeholder Meetings and Outreach 07/22/2019-09/30/2019

Making the Vision Work for Everyone



Making Caltrain Affordable and Equitable

- Comments about need to understand equity implications of Vision
- Requests to focus on making Caltrain accessible and affordable to all



Integrating the Corridor and Communities

- Questions and comments about grade separations (including meaning of 'not-to-preclude' 4 tracks)
- Comments about general need to mitigate impacts of increased rail service



Station Area Connections and Development

- Questions about first- and last-mile strategy
- Comments about land uses planned in station vicinity



Key Themes from Stakeholder Meetings and Outreach 07/22/2019-09/30/2019

Making it Happen



Next Steps

- Questions about how service improvements can be phased and incremented
- Questions about timing of follow on work and additional studies



Evolving the Organization

Comments that organizational evolution is foundational and necessary to deliver the Vision



Funding the Vision

- Comments that new funding sources are a prerequisite to achieve the Vision
- Comments and questions about funding and cost details

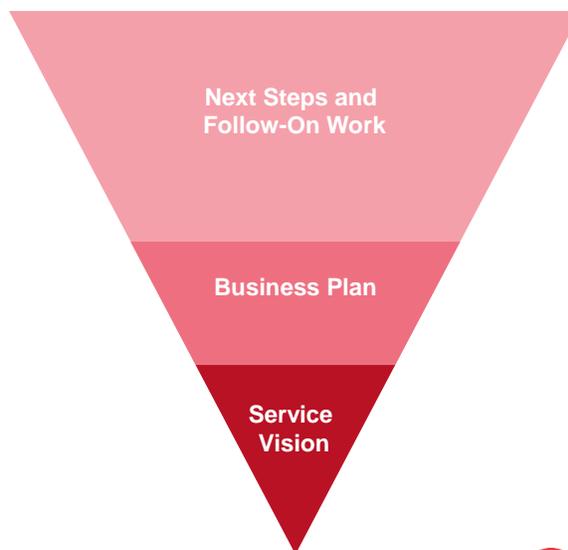


Addressing Comments

The “Service Vision” is a high-level policy statement supported by technical analysis.

Some comments and questions received have been addressed through direct modification of the proposed ‘Vision’ language, while others will be incorporated into the remaining analysis and work required to complete the Business Plan.

For many comments and questions to be fully addressed, subsequent detailed planning and policy efforts will need to be undertaken. The Business Plan will identify this program of work.



Caltrain Long Range Service Vision

Revised Staff Recommendation

(1) Caltrain's Long Range Service Vision directs the railroad to plan for a substantially expanded rail service that, by 2040, will address the local and regional mobility needs of the corridor while supporting local economic development activities. When fully realized, this service will provide;

- A. A mixture of express and local Caltrain services operated in an evenly spaced, bi-directional pattern.
- B. Minimum peak hour frequencies of;
 - i. 8 trains per hour per direction on the JPB-owned corridor between Tamien Station in San Jose and San Francisco, extended to Salesforce Transit Center at such time as the Downtown Extension is completed
 - ii. 4 trains per hour per direction between Blossom Hill and Tamien Stations, subject to the securing of necessary operating rights
 - iii. 2 trains per hour per direction between and Gilroy and Blossom Hill Stations, subject to the securing of necessary operating rights



Caltrain Long Range Service Vision

Revised Staff Recommendation

(1) continued

- C. Off-peak and weekend frequencies of between 2 and 6 trains per hour per direction north of Blossom Hill and hourly between Gilroy and Blossom Hill, with future refinements to be based on realized demand
- ~~D. Accommodation of California High Speed Rail trains, in accordance with the terms of existing and future blended system agreements between the JPB and the California High Speed Rail Authority~~
Accommodation of California High Speed Rail, Capitol Corridor, Altamont Corridor Express and freight services in accordance with the terms of existing agreements
- E. Delivery of these services will occur through the incremental development of corridor projects and infrastructure to be further defined through individual planning process, feasibility studies, and community engagement. At this time, such infrastructure is conceptually understood to include;
 - i. Investments in rail systems including a new, high performance signal system
 - ii. Station modifications including platform lengthening, level boarding, and investments in station access facilities and amenities to support growing ridership and improve customer experience
 - iii. New and modified maintenance and storage facilities in the vicinity of both terminals as well as the expansion of the electrified Caltrain fleet.

Caltrain Long Range Service Vision Revised Staff Recommendation

(1) continued

- E. Delivery of these services will occur through the incremental development of corridor projects and infrastructure to be further defined through individual planning process, feasibility studies, and community engagement. At this time, such infrastructure is conceptually understood to include;
- iv. A series of short, 4-track stations and overtakes at various points throughout the corridor
 - v. Completion of key regional and state partner projects including
 1. The Downtown Extension to the Salesforce Transit Center
 2. The reconstruction of Diridon Station and surrounding rail infrastructure
 3. The reconstruction and electrification of the rail corridor south of Control Point Lick to the Gilroy Station
 4. Additional improvements to allow for the operation of High Speed Rail service between Gilroy and San Francisco
 5. The substantial grade separation of the corridor as well as safety upgrades to any remaining at-grade crossings, undertaken in a coordinated strategic manner driven by the desires of individual local jurisdictions as well as legal requirements associated with any proposed 4-track segments.



Caltrain Long Range Service Vision Revised Staff Recommendation

(2) Caltrain's Long Range Service Vision further directs the railroad to continue its **planning for consideration of a potential "higher" growth level of service as well as potential new regional and megaregional connections. in the context of major regional and state rail planning.** Specifically, the Long Range Service Vision directs the railroad to;

- A. Work with regional and state partners to **collectively plan for and study and evaluate both** the feasibility **and desirability** of higher levels of service **in the context of major regional and state rail initiatives as well as expanded regional and megaregional rail connections.** This work includes planning related to the **Dumbarton Rail Corridor, a potential second Transbay Crossing, the potential for expanded Altamont Corridor Express and Capitol Corridor services, a potential extension of rail service to Monterey County, and ongoing planning related to the California High Speed Rail system.**



Caltrain Long Range Service Vision Revised Staff Recommendation

(2) continued

- B. To take certain **specific** actions to **anticipate consider** and, where feasible **and financially practicable, not preclude facilitate** such higher levels of service **and connections** as they specifically relate to;
- i. The planning of rail terminals and related facilities
 - ii. The sale or permanent encumbrance of JPB land
 - iii. The design of grade separations in areas where 4-track segments may be required
 - iv. The sizing of future maintenance facilities and storage yards
- C. To return to the Board with a recommendation regarding any formal expansion of the Long Range Service Vision at such a time as clear regional and state policy **and funding** commitments are in place, **and the financial, operational, and physical** feasibility of such an option on the corridor has been confirmed, **and community impacts have been assessed and affected communities have been consulted.**



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Caltrain Long Range Service Vision Revised Staff Recommendation

(3) Caltrain's Long Range Service Vision directs the railroad to prepare for the implementation of the Vision by;

- A. Completing the Caltrain Business Plan including additional analyses of issues related to funding, connectivity and access, and equity as well as the identification of a detailed implementation program of next steps and follow on work
- B. Evolving the organization in a manner that best prepares the railroad to deliver the service vision by deliberately and transparently addressing the issues of service delivery, internal organization and governance
- C. Seeking the new and dedicated sources of funding that will be needed to sustain the railroad's operation and to incrementally implement the long range service vision



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Caltrain Long Range Service Vision

Revised Staff Recommendation

~~(3)~~ (4) Finally, Caltrain's Long Range Service Vision directs the railroad to periodically reaffirm the Vision to ensure that it continues to provide relevant and useful guidance to the railroad. Such reaffirmations should occur;

- A. At a regular intervals of no less than 5 years
- B. In response to significant changes to JPB or partner projects that materially influence the substance of the Long Range Service Vision



Completing the Business Plan

Timeline



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Remaining Technical Analysis Rounding Out the Vision

With a 2040 Service Vision adopted, how can Caltrain “Round Out” its vision for the future?

During the fall of 2019, additional technical and policy analysis will be undertaken to focus on areas that were highlighted as important through stakeholder outreach and help complete the picture of the railroad Caltrain hopes to become



Analysis of connections to other systems & station access options



Equity analysis & focus on growing ridership by making Caltrain accessible to all



Review of funding options and revenue generation opportunities to support the Vision



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Remaining Technical Analysis

Making it Happen

With a 2040 Service Vision adopted, what will the next 10 years look like for Caltrain? What are the key actions and steps we need to focus on next?

During the fall of 2019, additional technical and policy analysis will be undertaken to focus on what Caltrain can achieve over the next decade and they key near term steps and work that will be needed to make it happen



Building towards the Vision with service concepts for initial electrification and options for growth and investment through the 2020s



Accompanying 10-year financial projections and funding plan



Identification of a program of key planning, policy and organizational next steps



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FOR MORE INFORMATION
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